

15 APR 1964

MEMORANDUM FOR: Chief, Plans and Review Staff

SUBJECT : Reorientation in Supervisory Responsibilities

1. The following is in response to your request for comments on the program "Reorientation in Supervisory Responsibilities" which was presented on 10 April 1964 to a group of supervisory from DDS components.
2. Overall, the presentation was impressive. I believe that the program was successful if its purpose, as I gathered from the Director's remarks, was to develop among those present a common understanding and acceptance of the total range of their responsibilities as supervisors and employees. It is usually valuable to have employees see their top operating officials in action as a group and I thought that the audience appreciated hearing the Director. Their applause at the conclusion of his remarks was lively and appeared genuine. I noted that he did not appear to be "talking down" to the audience in any way. He seemed to convey the impression of confidence that those present would accept their total responsibilities as employees and supervisors and would carry them well.
3. I felt that the DDS's presentation was excellent. It was healthy to have his subordinates hear him espouse sound concepts of intelligent supervision and personnel management. His comments on the supervisor's role in observing and giving recognition to employee's feelings and in creating a climate to encourage their individual initiative were impressive as were the examples of the need to accept responsibility for firm disciplinary action which he gave from his own experience. I had some feeling that his observations concerning the carelessness and lack of discipline in attitudes toward building maintenance and parking controls were of a somewhat different order and might detract from his deeper message.
4. For me, Dr. Tietjen's talk was probably the most interesting and stimulating. It followed in greater detail the theme of Col. White's concepts and focused attention on the practical human considerations which are so much a part of supervisory-employee relationships. Dr. Tietjen's talk emphasized supervisors as individuals rather than as instruments of management.
5. The Director of Finance put across his message on the responsibilities of supervisors for cost consciousness and financial management and on how they should monitor their subordinate's handling of funds. His examples were good but I felt there were too many of them. This talk would be better if it were shorter and less technical. The injection of some humor would also help.
6. The Security presentation was smooth and effective. It left no doubt of the importance of an awareness of the positive threat to the Agency's security and of the serious obligations and responsibilities

of every supervisor and employee. My only adverse criticism of this presentation is that, in the context of this program, it suffered from lack of identification with the personality of the Director of Security.

7. As the last scheduled speaker, the Director of Personnel was in a position of giving emphasis to concepts which had already been covered and of explaining the availability of personnel services and programs to assist supervisors in carrying out their responsibilities. This was well done. It was during this talk that I recognized consciously that, with one exception, everyone who had been in the auditorium was both a supervisor and an employee of the Agency. I believe that this point is extremely important to the reorientation program and should be given even greater emphasis. Assuming that the DDS would not be present on such a program beamed to supervisors in another Directorate, I believe the Director of Personnel should cover some of the material which the DDS handled in this program.

8. The time spent in the panel discussion seemed less worthwhile than that which was spent on the talks by senior officials. Its main value to me was to provide a vehicle for an important contribution by Mr. Kirkpatrick. Although I admit to some prejudice against panel presentations, I really believe that this part of the program could be eliminated without serious loss. The program would be improved if it were shortened overall and Mr. Kirkpatrick used the final period of time.

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Deputy Chief, Plans and Review Staff